BML Munjal University

School of Management

Doctor of Philosophy (Ph.D.) Program
In Business Administration

BML MUNJAL UNIVERSITY™
FROM HERE TO THE WORLD

Inspire, Inquiry, Impact

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About the University

The founders of the Hero Group have come together to establish a world-class university in India, named as BML Munjal University (BMU) after the Hero Group Co-Founder and Chairman, Brij Mohan Lall Munjal. The overarching aspiration is to groom future leaders of India and, more broadly, for Asia. The university has partnered with Imperial College London which is playing a mentoring role in the formation and operation of the School of Management.

BMU is designed to be a leading higher education institution engaged in creating, preserving and imparting knowledge to students belonging to diverse communities. The university aspires to nurture ethical leaders who are be skilled**,** knowledgeable, and have the life skills required for leading their organisations to success. The university shall seek the advancement and dissemination of practically oriented knowledge benchmarked with the best global standards. The goal is to make BMU into one of India's premier universities within the next ten to fifteen years. At present BMU has been attracting faculty and staff who want to be part of building this dream from far and wide.

A process has started to define BMU's framework of excellence. At this juncture, BMU is looking to NAAC's, AACSB, ABET (USA)'s and NBA's accreditation parameters, along with those recommended by AICTE and UGC. The University shall also examine the indicators used by the prevalent ranking systems including those such as QS World University Ranking, US News and World Report as well as India Today.

BMU's research programs have been launched from the Institute of Inclusive Innovation (I3), of which Imperial College London is a founding partner. This institute aspires to transform society by pursuing research-led, innovative and practical solutions for high impact inclusive growth.

The University's guiding principles are 'Inspire, Inquiry and Impact'. The four pillars would be: innovation as a way of life; industry embedded in the teaching-learning process; technology being integral to BMU's culture, and; creating a culture that is based on the spirit of inquiry. Graduating students will be defined by the following profile: good citizens, global outlook, analytical approach, design orientation, technology savvy, industry orientation and internship, innovation focused and entrepreneurial attitude, practical, hands-on professional experience, interdisciplinary approach, and problem solving. The University will work closely with industry in the areas of product development, productivity improvement and skill development.

In sum, BMU is creating a type of teaching-learning environment for its students that will make them employable. The three-pronged approach focuses on:

- **Academic Backbone**- The hallmark of the academic framework will be prior planning and curricular flexibility. The course plan will be created and tested well in advance and will be available to students on the first day of class. Students will be able to choose electives in advanced topics in their own stream as well as humanity electives such as 'Tackling Moral Dilemma.'
- **Innovative Instructional Design and Delivery-** Each course being taught will be designed and delivered to make it interesting, relevant and challenging. The goal is to develop creative thinking and the spirit of inquiry.
- **Best-in-Class Alliances-** BMU is bringing the best of global resources to its students and faculty through tie-ups with best-in-class academic and industry organisations. Imperial College London has partnered with BMU to play a mentoring role in the formation and operation of the School of Management.

The BMU campus is located close to New Delhi on the Delhi-Jaipur National Highway-8 and is approximately 50 km from the New Delhi International Airport. The campus has been designed by HOK, a leading global architectural firm. BMU is being established as an independent, self-funded, and financially secure institution.

School of Management

The University has set up three schools with full time programs. The School of Management is located in the University campus and currently offers the following programmes:

- Master of Business Administration
- Master of Business Administration (Business Analytics) with IBM
- Master of Business Administration (Forensic Accounting & Corporate Fraud) with KPMG
- Bachelor of Business Administration
- Bachelor of Business Administration (with KPMG)

The mission of the School of Management is to contribute to the development of managerial practices relevant to the contemporary global business, promote innovation and entrepreneurship and help better public policy formulation. The school aims to train a new generation of practicing and aspiring business leaders who will raise the bar for excellence at the workplace. The faculties of the school are engaged in research and generate new knowledge relevant to the emerging economies. The school is actively engaged with the industry to remain highly practical and current.

The objectives of the School of Management include

- Develop a deeper appreciation of global business dynamics with a special focus on emerging markets
- Develop capabilities to make sound business decisions
- Develop Strategic Thinking and leadership skills
- Promote knowledge creation through conceptual and applied research
- Contribute to public policy formulation for development of business and society

Research Centres

The School of Management (SOM-BMU) has established a successful tradition of creating academic research centres to focus our teaching, research, and community outreach around particularly important subjects for general managers. Building on the foundational excellence of the school's curriculum, we intend to strengthen these centres to support the following four key areas in a move that we know will distinguish us from other business schools.

- **Marketing**
- **Financial Economics**
- **Information Technology and Management**
- **Inclusive Innovation**

These centres foster and support research, broaden the curriculum, inspire case writing, and engage our alumni and surrounding community. By achieving excellence in these four critical

areas on top of our best-in-class foundational and disciplinary learning, we may hope for the school's leadership position for the next generation of scholars and faculty.

Each research centre has partner companies that often serve us as testing sites for the school's research programs. The output of research is shared with all partner companies. The school's faculty has a broad research agenda that cuts across all disciplines. We are currently in the process of setting up the *Centre for Intelligent Insights, Centre for Financial Research and Centre for Inclusive Innovation.*

Centre for Intelligent Insights

The Centre for Intelligent Insights at BMU is a forum for exchanging knowledge and business understanding between the academic and corporate worlds, as also to provide research-based insights to organisations, with the objective of improving decision-quality, adding to their competitive advantage, and improving overall service delivery. The Centre will aim to provide insights on consumer behaviour, insights on leadership and employee engagement issues, and business analytics, among others. This is done through a multi-pronged approach:

- **Knowledge Creation and Innovation**- Conducting cutting edge research in contemporary management practices, including in emerging markets, through industry collaborations, building up a 'library' of seminal research work in relevant areas- drawing from quantitative, qualitative and interpretive research paradigms, and producing white-papers, monographs and research-based articles.
- **Knowledge Dissemination** – Conducting training programs and workshops, organising an 'Intelligent Insight seminar series', publishing research findings in peer-reviewed national and international journals, and other industry-academic interfaces.

Centre for Financial Research

The vision of the CFR is to be a premier Banking and Finance Research Centre in Asia. The Centre for Financial Research is dedicated to promoting high-quality research in banking and finance, development of new teaching materials in the area of finance for the school's MBA, Executive Education and Doctoral programs, and dissemination of new knowledge through seminars, workshops and conferences. The Centre is especially interested in sponsoring research of importance to the financial community of India.

Institute of Inclusive Innovation

BMU and Imperial College London are the joint founders of the Institute of Inclusive Innovation (I3), an applied research institute. Located in the BMU campus, I3 aspires to transform society by undertaking research at the grassroots level and seeking solutions that promise high impact inclusive growth and development.
Students will get an opportunity to work on live projects in the institute's areas of focus that includes health, energy, water, education, urban development and economic empowerment,

thereby getting invaluable experience in understanding and tackling critical social problems of the day.

The activities of the centres include:

- Publication of books, cases, research papers and policy briefs. The centre maintains a working paper series of papers written by the school's faculty. Recent studies include the efficacy of anchor investors in book building and the impact of dividend tax changes on valuations of firms.
- An annual international conference in finance intended to attract scholars from Asia and the world at large
- A visiting Scholar program that brings together outstanding academics from around the world. Visiting scholars can spend up to one year in the school and take part in our teaching and research programs.
- A Distinguished Leader Speaker Series in which industry captains share their experiences with faculty and Research students.

Objective of the PhD Program

School of Management has planned to offer Ph. D. program (both full time and Executive Ph.D. program) from the session 2015-2016. The full time Ph.D. program will be a residential program where as the Executive Ph.D. program will be non-residential in nature. The Ph.D. program is designed to cater to the scholarly needs of faculty members/ working executives/managers and researchers. The objective of the program is to develop prospective scholars for careers not only in management research and teaching but also in management practice, consulting, training, and development.

Areas of Specialisation

The Ph.D. program in Business Administration offers specialisation in the following areas of management:

1. Economics & Public Policy
2. Finance & Accounts
3. Information Systems & Business Analytics
4. Marketing & Sales

5. Operations Research and Management
6. Organisational Behaviour & HRM
7. Strategic Management
8. Management in Developmental Sector

Duration of the Program

- Two years of course work for studying the prescribed courses as listed in curriculum design
- Comprehensive examination after the successful completion of two years of course work
- Minimum Period- 2 years, Maximum 6 years

Program Design

- The candidate has to be on campus for the entire duration of two years and study the courses for full time program
- The candidate has to come 10 days per quarter and be on campus for the first two years for part time program (8 visits)
- At least five additional campus visits are needed to (1) complete comprehensive examination (2) defend thesis proposal (3)make research progress seminars, at least two (4) defend final thesis

Admission Process

BMU doctoral programs aim to admit individuals with exceptional academic background, strong motivation and discipline and potential to become excellent researchers. The selection will be done on the basis of (a) written examination (b) interview.

Eligibility for Admission

Following are the eligibility criteria for admission into the PhD program. The candidate should have

- A first class (or CGPA equivalent) MBA/PGDM (IIM/Other AICTE approved institution)/ One year full time residential program in management. Candidates from premier business schools will be given preference
- Other allied Master degree holders will also be considered for respective disciplines

- For Part time PhD: Should be currently employed in a job and have at least five years of full time executive/managerial/teaching/research experience

Selection Procedure

Applications will be invited through advertisement. The candidates can choose two areas of specialisation. The selection will be based on following criteria (1) written examination (2) academic qualification (3) personal interview (4) relevant work experience. The applicants accepting the offer confirm the same with an acceptance deposit payment before a specified date and join the program as per the announcement.

Course Work

The course work is designed with an objective of helping the scholar acquire in depth knowledge of the area of specialisation and related fields. The course work involves intensive readings, seminars, discussions and interactions with the faculty and peers. A student also gets an exposure to the advanced research courses

Curriculum Design

The Ph.D. program is designed as a combination of conceptual and application oriented courses in management discipline. Following table explains details of the curriculum.

Courses	**Credit**	**Total Credits**
3 Basic Courses	3*4	12
4 Doctoral/Research Courses	4*4	16
3 Advanced /Compulsory Courses	3*4	12
1 Seminar Course	1*4	4
	10	44

Basic Courses

Basic Statistics
Research Methods
Technical and Research Writing

Doctoral Courses	
Area	Course
Economics	Micro Economics
	Macro Economics
	Advanced Topics in Micro Economics
	Applied Econometric Methods
Finance	Structured Finance
	Behavioural Finance
	Empirical Finance
	Advanced Corporate Finance
Information System	e- Business Strategies
	Economics of Network Industries
	IT strategy
	Business Intelligence and Data Mining

Doctoral Courses	
Area	Course
Marketing	Marketing Theory
	Advances in Consumer Behaviour
	Relationship Marketing Theory
	Contemporary Theories in Marketing
	Market Modelling
	Advanced Marketing Research

Organisational Behaviour	Organisational Theory
	Doctoral Course on Individual & Group Behaviour
	Organisational Change and Development
	Leadership
HRM	Fundamentals of Research in HRM-1
	Fundamentals of Research in HRM-2
	Research in managerial competencies and Executive Performance
	Research in Industrial Relations

Doctoral Courses	
Area	Course
Productions and Operations	Advanced Operations Techniques for Business Research
	Quality, Productivity and Strategy in Operations
	Themes, Frameworks & Theories in Operations
Strategic Management	Contemporary Research in Strategic Management
	Foundation Courses on Research in Strategy
	Research in Strategic Management Content
	Theory of Competitive Advantage
	Blue Ocean Strategy and Portfolio Management

Advanced/ Compulsory Courses
Advanced Research Methods
Analytical Techniques in Research Methodology
Pedagogy for Management Teachers

Seminar Course

A seminar course is a non-class room course of 3 credits. A student needs to do the seminar course under the guidance of one/two faculty members out of which one must be from the student's area of specialisation. He/she needs to identify a topic of interest and may pick up the topic which may possibly lead to the thesis problem or in the related field. The seminar course must have the research content in it. It may be library research or field research or the combination of two. The output, post presentation should be a research paper/ working paper of BMU and then can be taken for publication in any appropriate journal. The student and guide will be co-author of the paper for the journal. Only after submission of the seminar paper, the student shall move to the CQE (Comprehensive Qualifying Examination) stage.

Comprehensive Examination

The objective of this examination is to assess the candidate's preparedness to undertake independent research work such as literature survey, empirical study on a given topic and to assess the candidate's ability to have independent thinking leading to new perspectives of knowledge. Dean will constitute a CEC comprising of two members from the area in consultation with the chairperson of the area. If the student wants to work on a cross functional area, he needs to make a written request to Dean to include another member from the related area

Thesis Defence

The thesis should be scholarly contribution to the knowledge pertinent to the understanding and resolution of management problem. The student should demonstrate professional competence in developing a model or a set of hypothesis collecting and interpreting data, reaching conclusions and drawing the implications for research and managerial practice.

TAC (Thesis Advisory Committee): After passing the comprehensive, the student identifies a topic of research and a thesis advisor who will guide him/her as the chairperson of his/her TAC. Two other members (one can be from outside also) can be nominated by the Dean to the TAC. The candidate has to appear for (a) One thesis proposal seminar (b) Two research progress seminars (c) Draft thesis presentation (can be one of the two research progress seminars) and (d) Final thesis defence. The Dean will constitute a Thesis Examination Committee (TAC) and a candidate will be eligible to defend his thesis after submission of proof of two research publications in referred journal.

Financial Aid & Residency

The full time students will receive financial aid of Rs. 25,000/ per month for first two years and Rs. 50,000/ per month for the next two years. The Executive Ph.D. students will receive financial incentive for publications in the top tier Journals. During the campus visits, the arrangements for board and lodge will be made in the campus. Student hostels will be made available on the

basis of availability. The fee payable for board & lodge facility will be intimated before the commencement of the term by the Dean's office.

Assistance in Teaching

A Ph.D. student on completion of comprehensive qualifying exam (CQE) is eligible for assisting faculty of his/her area in teaching and research. The objective is to help the students to observe teaching in action and also be a participant in the process of education. The full time Ph.D. student will help the faculty in the preparation of course outline, course material, teaching notes and will sit through the course. He/she will assist the faculty in evaluation component. A faculty may encourage the full time Ph.D. students to handle 2-3 classroom sessions for a course.

Award of Title

The student shall complete the following requirement before qualifying for the award of the title (1) Submit required number of copies of the thesis as per guidelines and (2) Obtain clearance form from various functionaries of the institute as per guidelines with the Dean's office. On qualifying for the award of the title, students receive the title of "Doctorate of Philosophy in Business Administration" of BML Munjal University, Gurgaon, at the forthcoming annual convocation. Meanwhile, a provisional certificate can be given on student's request.

Contact Details

For further details on application form, course fees and facilities on campus, write to Dean, School of Management, BML Munjal University, 67th KM Milestone, NH-8, Dist. Gurgaon-123413, Haryana. Email to: tapan.panda@bml.edu.in.